

ECR Case Briefing Guidance Sheet

Capturing the Value of ECR: What is Produced, Reduced and Avoided

The following is a matrix of outcomes and impacts to consider when documenting the value of environmental conflict resolution (ECR) in short case briefings appropriate for broad audiences. The elements in the matrix represent the relative outcomes and impacts of ECR when compared to the most likely non-ECR alternative (e.g., agency decision without collaboration, administrative appeal, litigation).

As a guide to developing case briefings, consider those elements that proved significant for a particular case and focus the language in the case briefings accordingly. Note that most cases will be characterized by outcomes and impacts in some, but not all, matrix elements.¹ To educate the readers about ECR processes (not just outcomes and impacts) add a brief background section that describes the type of process used and the key process characteristics that contributed to the results achieved (e.g., process promoted information sharing, stakeholders gained a better understanding of each others views and perspectives).

When writing case briefings use independent stakeholder testimony to the maximum extent possible (e.g., evaluation results, stakeholder signed agreements, stakeholder quotes from media releases). When appropriate identify whose perspective is being shared (e.g., the name and affiliation of a stakeholder identified in a media piece). When referencing evaluation results indicate if the perspective being shared is representative of all or most of the stakeholders who were engaged in the process. Do not include any information that you think is, or might be, confidential or highly sensitive.

Savings Realized and Benefits Accrued			
<i>Tangible ----- Less Tangible</i>			
<i>Short-term ----- Longer-term</i>	Saved on <i>direct process costs</i> (e.g., the process costs to mediate were less than litigation)	Avoided inflaming relations and escalating the conflict with litigation or unattended conflict	Avoided or reduced negative on-the-ground impacts (e.g., environmental, social, economic)
	Likely reduced or avoided the <i>direct cost of appeals</i> (e.g., the solution is less likely to be contested)	Better outcomes were crafted (e.g., less costly settlements, timely project progression, innovative solutions, reduced monitoring)	Improved stakeholder commitment to the agreement and its implementation ²
	Created efficiencies that reduce future <i>indirect process costs</i> (e.g., field staff time dealing with conflict)	Case used as a prototype for resolving other similar problems or conflicts	Created the potential for stakeholders to work together productively on related issues in the future

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¹ The matrix elements are applicable in the context of dispute resolution and collaborative problem-solving efforts. However, collaborative problem-solving efforts in particular (e.g., collaborative forest planning processes) often require a "spending-to-save" management approach. In this context, focus on elements that capture the return-on-investment for resources spent to avoid or minimize conflict.

² The term "agreement" applies to written or unwritten agreements reached by participants, including plans, proposals/ recommendations, procedures, collaborative decisions to work together and settlements.